

PROCEDURE

1. GENERAL

A. Purpose

The purpose of this Procedure is:

- 1) To establish an objective and equitable method for computing official performance appraisals;
- 2) To provide for efficient and confidential processing of completed performance appraisal forms; and
- 3) To use the results of performance appraisal as a basis for adjusting base salaries, training, rewarding, reassigning, demoting, retaining, and dismissing employees.

B. Coverage

- 1) All non-exempt employees are covered by this Procedure.
- 2) Exempt employees are subject to a performance appraisal process only as determined by the Mayor and/or Council.

2. RESPONSIBILITY

A. City Administrator

City Administrator is responsible for:

- 1) Implementing and administering the past performance appraisal system consistent with the Personnel Regulations and this procedure.
- 2) Ensuring that all supervisory officials receive appropriate performance appraisal training.
- 3) Ensure that City goals are communicated to employees through accurate and appropriate position descriptions and performance standards.
- 4) Establish internal procedures to ensure that all phases of the performance appraisal occur on a timely basis and that required records are transmitted and maintained.
- 5) Ensuring, that all employees are appraised at least ten (10) working days prior to the expiration of their probationary period or ~~anniversary dates~~ **annually**.^{Endnote 1}

6) Ensure that rating criteria and justifications on the position description and performance appraisal form are objective, specific and duty/task related.

7) Ensure the confidentiality of the performance appraisal.

B. Reviewing Official

The reviewing official is normally the next level supervisor above the first line supervisor who is the appraising official. The reviewing official may be responsible for:

1) Reviewing proposed performance appraisals with the appraising supervisor, City Administrator, and Mayor, prior to the appraisal discussion with the employee.

2) Reviewing, and attempting to resolve disagreements arising out of the performance appraisal process, upon the request of an employee or supervisor.

3) Ensuring that the completed performance appraisal forms are confidentially transmitted to the City Administrator.

C. First-Line Supervisor

In managing employee performance, first-line supervisors are expected to carry out the following responsibilities:

1) Maintaining and updating position descriptions with performance standards, conjunction with conducting an employee's performance appraisal.

2) Ensuring that performance standards are reasonable and obtainable for satisfactory performance and consistent with the duties and responsibilities in the employee's position description.

3) Review and assess an employee's performance on a continuous basis in order to determine progress and/or problems and to provide guidance to improve performance, as needed.

4) Recommending, based on an employee's performance, merit pay increases or disciplinary actions pursuant to the Personnel Regulations.

5) Maintaining familiarity with appropriate procedures and techniques in order to enhance performance appraisal skills.

6) Ensure the confidentiality of an employee's performance appraisal.

7) Review proposed performance appraisals with the reviewing official, City Administrator, and/or Mayor before discussing with the employee.

8.) Conduct and discuss performance appraisals with employees on a periodic and timely basis.

D. All Employees

In addition to accountability for their own performance, employees are responsible for the following:

- 1) Performing job responsibilities in accordance with established performance standards.
- 2) Review their own position descriptions and past performance in preparation for performance appraisal meeting with their supervisor. This includes advising the supervisor of any circumstances or conditions which may affect performance or changes in duties and responsibilities that are inconsistent with current position description requirements.

3. TYPES OF PERFORMANCE APPRAISALS

Listed below are the types of performance appraisals and/or assessments:

<u>Type of Action</u>	<u>When Required</u>
Probationary Mid-Point Assessment	<u>Mandatory</u> at Mid-Point of Probationary Period.
Mid-Point Assessments	<u>Recommended</u> at Mid-Point of Annual Appraisal Period, optional any other time.
Probationary Performance Appraisals	<u>Mandatory</u> 10 working days prior to conclusion of probationary period.
Annual Performance Appraisal	<u>Mandatory</u> 10 working days prior to employee's anniversary date October 1 each year or other date established by the Mayor and Council. <small>Endnote 1</small>
Improvement Needed Follow-Up Appraisal	<u>Mandatory</u> 90 days after "Needs Improvement" appraisal given to employee.

A. Probationary Mid-point Assessments

1) Purpose - The purpose of the probationary mid-point assessment session is to provide the first formal opportunity for an employee to receive performance feedback in all areas of performance for the benefit of the employee.

2) Timing - The probationary mid-point assessment session must occur on or about the mid-point of the employee's probationary period.

3) Use of Performance Assessment Form (Attachment B)

a) The performance assessment form provides an outline for assessing and summarizing overall performance and recommending performance improvement areas where necessary. A mid-point performance assessment is mandatory during the probationary period.

b) The supervisor shall complete the performance assessment form during the mid-point session with the probationary employee. Both the employee and supervisor must sign the form to indicate that such a session was held.

c) Upon completion of the probationary performance assessment form a copy will be given to employee and placed in the employee's personnel file.

4) Less Than Satisfactory Performance - When a probationary employee's performance is less than satisfactory, additional assessment sessions should be held on a monthly basis to provide the employee with ample opportunity to discuss and improve performance prior to the expiration of the probationary period. Each additional counseling session should be documented on a separate performance assessment form.

5) Discipline or Dismissal of Probationary Employee - The requirement for probationary Midpoint assessment does not preclude the disciplining and/or dismissing a probationary employee, according to Personnel Regulations.

B. Mid-Point Assessments

1) Purpose - The purpose of the mid-point assessment is to ensure that an employee receives feedback regarding performance expectations so that the employee can improve any areas of performance where such improvement is needed, prior to receiving an official appraisal.

2) Timing - The mid-point assessment should be completed six (6) months into the performance rating period, i.e., April 1 when the Annual Performance Appraisal is due on October 1. ~~when after an employee's anniversary date each year.~~ ^{Endnote 1} The mid-point assessment is mandatory during the probationary period and optional after conversion to permanent status.

3) Use of Performance Assessment Form

- a) The performance assessment form provides an outline for assessing and summarization overall performance, and recommending performance improvement areas where necessary. This form is not an official performance appraisal and can be used anytime (e.g., for performance counseling).
- b) Both the employee and the supervisor should sign the form as a record that a performance assessment session was held.

C. Probationary and Annual Performance Appraisals

1) Purpose - The purpose of the probationary and annual performance appraisals is to assess an employee's overall performance for purposes of determining conversion from probationary status to permanent status, establishing eligibility for merit increases, or determining the need for performance related disciplinary actions.

2) Timing - All employees shall receive a probationary performance appraisal at least ten working days prior to the conclusion the probationary period and an annual performance appraisal at least ten working days prior to ~~the employee's anniversary date.~~ **October 1 each year or other date established by the Mayor and Council.** Endnote 1

3) Review of Position Description

a) Performance appraisals conducted **annually** Endnote 1 ~~at an employee's anniversary date~~ must include a review of the employee's position description (Attachment C) to ensure that the employee is appraised on current duties/tasks. The supervisor shall confer with the employee in reviewing and, if necessary, revise the position description.

b) All employees should be issued and required to sign a new position description at the time of the ~~anniversary~~ Endnote 1 performance appraisal, regardless of whether any changes have been made to the position description.

c) It is important to remember that the Position Description is what the employer expects of the employee, and not what the employee believes his/her job responsibilities entail. These duties must only be responsible for the position, and may be altered at any time with proper notification to the employee.

IMPORTANT NOTE: Employees should not be permitted to refuse to sign a position description unless a dispute exists regarding the legality of assigned

duties. Duties and responsibilities appropriate for the class of work to which the employee is assigned must be acknowledged and performed by the employee or the employee may be subject to disciplinary action for refusing to do assigned duties.

The appropriate remedy for an employee who believes a position description is inaccurate is to file a grievance in accordance with the Personnel Regulations.

d) The new position description shall be signed by the employee, supervisor, and the City Administrator and the original be included with the completed performance appraisal. A copy of the signed position description shall be given to the employee and the employee's supervisor.

4) Completion of Past Performance Appraisal Form

After reviewing the position description, the supervisor shall identify all major duties and the weight assigned to each duty on the past performance appraisal form (Attachment A). Total duties should account for one hundred percent (100%) of the employee's time.

5) Self-appraisal - At least five (5) working days prior to the performance appraisal session, the employee may be given copy of the performance appraisal form with the duties and tasks section completed, and given an opportunity to appraise his/her own performance by completing the form. Self-appraisal should be reviewed with the supervisor at the performance appraisal session.

NOTE: A self-appraisal is optional and recommended; it is not required. If a self appraisal is done, it is for the supervisor and the employee's review only, and not considered in or submitted with the performance appraisal.

6) Completion of "Conditional" Performance Appraisal

The supervisor shall conditionally complete the past performance appraisal form prior to the performance appraisal session with the employee. To appraise the employee, mark the box which best characterizes the employee's performance on each task (see section 4 of this procedure for definitions of performance ratings). Overall ratings other than satisfactory must be justified on the assessment form.

7) Finalization of Performance Appraisal

a) Comments by Employee - If the employee elects to attach comments to the performance appraisal, the supervisor must wait five (5) working days to finalize and submit the form. The employee may submit written comments during this time. At the end of the five (5) working days, the supervisor should consider the comments offered by the employee, review

the comments with the reviewing official, and revise the appraisal if warranted. Both the supervisor and employee shall sign and date the form as acknowledgment that the performance appraisal session was conducted and finalized.

b) No Comments by Employee - If the employee elects not to attach comments or five (5) working days have passed since the performance appraisal session, both the supervisor and employee shall sign and date the form as acknowledgment that the performance appraisal session was conducted and finalized.

NOTE: The Employee's Signature Only Indicates That the Employee Has Discussed the Appraisal with the Supervisor. Signing this Form Indicates Receipt Only.

c) Employee's Refusal to Sign - If an employee refuses to sign a performance appraisal form, the supervisor should sign the form and indicate on it that the employee refused to sign it.

d) Review Process - The supervisor shall forward the signed performance appraisal and any attached comments to the reviewing official. The reviewing official shall review and sign the performance appraisal and forwarded it to the City Administrator.

NOTE: The City Administrator or Mayor will review a proposed performance appraisal with the supervisor prior to the appraisal session with the employee.

8) Approval ~~Anniversary~~ of **Annual**^{Endnote 1} Merit Increases

a) An employee may be granted an ~~anniversary~~ **annual**^{Endnote 1} increase in accordance with the below procedure and budgetary constraints. Decisions during the preparation of the budget will determine the amount, if any, will be allocated for merit increases.

b) The performance appraisal procedure will be utilized for consideration of ~~anniversary~~ **annual**^{Endnote 1} merit/step increases.

c) Budgeted increases will be divided into the several tiers, i.e., 4%, 3%, 1% and 0%. This will be decided during the budgetary process. See section 4B below for numeric score and overall ratings.

1. Overall Performance Appraisal score of "Outstanding" will receive the full amount budgeted, i.e., for FY 2003 is 3.5%.

2. Overall Performance Appraisal score of "Exceeds Satisfactory" will receive the second tier amount, i.e., for FY 2003 is 2%.

3. Overall Performance Appraisal score of Satisfactory will receive the third tier amount, i.e., for FY 2003 is 1%.

4. Overall Performance Appraisal score of Needs Improvement or "Unsatisfactory" will not receive an increase.

d) The following method will be used to approve merit increases:

1. Department Head will make recommendation to the City Administrator following the aforementioned criteria.

2. The City Administrator will determine if budgeted funds are available and make recommendation to the Mayor for final approval.

9) Approval of Permanent Status

a) Requirements - A probationary employee shall be converted to permanent status if the employee receives at least "satisfactory" as the overall rating on the performance appraisal and has completed the entire probationary period.

b) Supervisor's Approval for Permanent Status - When an employee is evaluated for permanent status eligibility, the supervisor shall complete the probationary status section of the past performance appraisal form. If the employee's overall work performance is at least "satisfactory," then the "Approved" block shall be marked.

NOTE: In the absence of the timely submission of an employee's performance appraisal for conversion to permanent status, an employee is automatically converted to permanent status regardless of the overall rating.

10) More Than One Supervisor

a) If an employee has been supervised for at least ninety (90) calendar days prior to a promotion, demotion, or transfer to a different supervisor, the former supervisor must evaluate the employee upon the employee's move. Multiple performance appraisals are to be maintained in the agency's personnel file until the end of the appraisal period. The City Administrator will be responsible for combining the rating into one official overall rating for the appraisal period.

b) An employee must be supervised by the appraiser, i.e., supervisor, for at least 90 days to perform an effective evaluation. When less than a 90 day supervision period exists then the evaluation will be conducted by the next highest supervisor.

D) "Improvement Needed" Follow-Up Appraisal

An employee receiving a "needs improvement" annual performance appraisal shall receive a follow-up appraisal three (3) months ~~from his/her anniversary date~~ **after receiving the Needs Improvement Appraisal.**^{Endnote 1} The employee's performance appraisal will be reevaluated using a past performance appraisal form. If the employee has improved performance to at least "satisfactory" level, a step increase may be granted pursuant to Section C.8 "**Approval of Annual**^{Endnote 1} ~~Anniversary~~ Merit Increases".

NOTE: This pay increase shall be effective with the next full pay period following the three (3) month reevaluation date, ~~e.g., it and~~^{Endnote 1} will not be retroactive. ~~and the employee's anniversary date does not change.~~

4. RATING SYSTEM

A) Performance Rating Categories

The following rating guidelines are to be used in conjunction with established performance standards.

1) Outstanding (Value = 4)

- Employee always demonstrates discernment and skillfulness when applying knowledge of standard operating procedures, rules, regulations, policies, and laws under which the employee operates.
- Employee makes suggestions and formulates new ideas contributing to the attainment of the agency's mission, goals and objectives, not only as related to his/her most important, critical job tasks and duties, but also in recognition of the relationships that exist between the incumbent's work and the work performed by other immediate staff members and other components of the organization, as well as external relationships that impact on the agency's operations.
- Employee always produces high quality work as recognized by his/her supervisor, as well as internal and external customers.
- Employee always produces desired results in a timely fashion.
- Employee maintains effective communication with coworkers, peers, - supervisor, and customers.
- Employee is always responsive to the needs of customers while maintaining Integrity and professionalism in the conduct of his/her duties.
- Employee always resolves more difficult problems associated with his/her

job.

- Employee shows initiative to learn new methods and techniques.
- Employee performs new tasks to improve job performance to provide for career growth with the objective of advancement.

2) Exceeds Satisfactory (Value = 3)

- Employee demonstrates proficiency in applying knowledge of standard operating procedures, rules, regulations, policies, and laws under which the employee operates.
- Employee expresses new ideas and suggestions, contributing to the attainment of the agency's mission, goals and objectives as related to the incumbent's most important, critical job duties and tasks.
- Employee consistently responds correctly to more difficult inquiries and problems directly related to the most important and critical job duties and tasks.
- Employee consistently deals effectively with internal and external customers.
- Employee consistently makes appropriate referrals when inquiries and problems are beyond the scope of his/her responsibilities.
- Employee shows initiative to learn new methods and techniques, and to perform new tasks to improve job performance.

3) Satisfactory (Value = 2)

- Employee meets the performance standards developed for the most important and critical job duties and tasks assigned.
- Employee satisfies the needs of internal and external customers.

4) Needs Improvement (Value = 1)

- Employee demonstrates general awareness of standard operating procedures, rules, regulations, policies, and laws under which the employee operates, but fails to refer to appropriate manuals or other written guidelines when questions of a routine nature arise.

- Employee consults with other staff persons who may be less familiar with a particular area of concern, rather than consulting with appropriate staff members or researching the correct information
- Employee misdirects energy and efforts, directing fullest attention to less important, less critical job tasks or factors. Employee devotes an inordinate amount of time on concerns of other workers' tasks and responsibilities when not required.
- Employee is typically not responsive to the needs of internal and external customers who are directly affected by the performance of his/her most important and critical duties and tasks.

5) Unsatisfactory (Value = 0)

- Employee fails to follow standard operating procedures, rules, regulations, policies and laws under which the employee operates when performing important and critical tasks.
- Employee fails to meet satisfactory performance standards as established in the job/position description.
- Employee fails to meet the needs of internal and external customers.

B. Determination of Overall Performance Rating

1) To determine an employee's overall performance rating, multiply the weight assigned each task by the value of the performance rating for that task. Example: If the weight allocated to the task is 25% and the rating for the task is "exceeds satisfactory," then multiply 0.25 by 3 to get a result of 0.75. This process should be repeated for each task/duty.

2) Total the results for all tasks/duties to determine the overall performance appraisal rating.

3) Overall ratings and corresponding values are as follows:

Outstanding - 3.51 to 4.00
 Exceeds Satisfactory - 2.51 to 3.50
 Satisfactory - 1.51 to 2.50
 Improvement Needed - .51 to 1.5 0
 Unsatisfactory - 0 to .50

Example 1: Rating

Tasks	Weight	Value	Total	Rating
A	50%	X 4	2.00	Outstanding
B	20%	X 3	.60	Exceeds Satisfactory
C	10%	X 1	.30	Exceeds Satisfactory
D	20%	X 4	.80	Outstanding
Total			3.70	Outstanding

C. Actions by Mayor Based an Overall Performance Rating

The Mayor shall take action as detailed in C.8. above, "Approval ~~Anniversary of Annual~~ Merit Increases".

Endnote 1

5. GRIEVANCES AND APPEALS

A. Performance Assessment Form

Employee counseling via the assessment form is not a remedial, disciplinary or adverse action, therefore, it is not grievable since it does not affect pay, status or working conditions.

B. Probationary - Performance Appraisal

The probationary performance appraisal is grievable or appealable by a probationary employee only if the employee alleges that the basis for any adverse action taken by the City was illegal or was made without proper notification.

C. Annual Performance Appraisal

1) The grievance and appeal process will follow established guidelines as indicated in the City Personnel Regulations.

2) Grievance - An employee may grieve overall performance evaluation that causes a reduction or denial of ~~an anniversary a merit increase~~. Endnote 1

Effective Date: _____

Amended Date: Adopted by Council - July 27, 2004

Endnote 1

David B. Dunn, City Administrator

Carroll Jones, Mayor

